



Implementation of Open Government Principles in Regional Development Planning at Bappeda Bone Bolango Regency

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Abstract

Digital transformation in the government sector has become the mainstream in realizing open and responsive governance. Bone Bolango Regency as an autonomous region that has developed since 2003 has shown a commitment to digitalization, as seen from the high achievements in the Electronification of Regional Government Transactions (ETPD) and strengthening participatory regulations. However, the phenomenon of low public information openness scores (8.45/100) shows that digitalization has not been fully followed by increased transparency and substantive participation. This study aims to describe and evaluate the extent to which the principle of open government is applied in development planning by Bappeda Bone Bolango. The method used is a narrative review by analyzing regulatory documents, statistical data, government evaluation indicators, and official online publications. The results show that digitalization has become a strong foundation, but has not been integrated into the public planning and monitoring system. Citizen participation is still symbolic and information openness is not yet dialogical. This study recommends strengthening digital literacy, developing an integrated e-planning system, and reforming bureaucratic culture towards more inclusive collaboration.

Keywords: *Open Government; Transparency; Public Participation; Accountability*

Introduction

The implementation of Open Government principles—which emphasize transparency, participation, and collaboration—has become a global trend in an effort to improve the quality of public governance. In Indonesia, this push has been strengthened by the issuance of Presidential Regulation No. 33/2012 concerning Open Government Indonesia (OGI) which guides open government through platforms such as Satu Data Indonesia and the LAPOR system (Premilasari et al., 2023). Although the initiative from the center has been quite massive, the level of adoption in local governments still varies and is less than optimal.

One indicator of the urgency of this research is the low active adoption of Open Government technology in the regions. Of the 34 provinces and hundreds of districts/cities connected to the LAPOR system, only a small number are truly active in managing government social media accounts or utilizing Web 2.0 platforms effectively (Adnan et al., 2021). In fact, the dynamics of regional development planning now greatly require a fast, accurate, and responsive information system.

Quantitatively, for example, the adoption of LAPOR levels in the regions: it was recorded that 409 out of 416 districts and 97 out of 98 cities have been connected to this system, but few have regularly monitored and followed up on citizens' aspirations (Adnan et al., 2021). This data shows that there is still a gap between administrative connectivity and operational effectiveness which has an impact on the weak response to community input.

In the context of regional development planning (*musrenbang*), the Open Government "by design" phenomenon has not been fully implemented. A study by Premilasari et al. shows that, although regional planning already has elements of participation, transparency, and collaboration, all of them have not happened intentionally so that the results of the *musrenbang* have not been fully reflected in the RAPBD (Premilasari et al., 2023). This condition indicates the weak integration of Open Government principles in regional governance (Grimmelikhuijsen & Feeney, 2017; Maneepong et al., 2025).

On the other hand, data quality and availability are major challenges. Retnandari (2022) found that strategic activities are often only formalities, not references in implementing development, partly due to the weak data and information available for *Planung* (Dwi

Retnandari, 2022). These findings indicate the need for in-depth research to understand the causes and solutions to data quality deficits in the context of Open Government.

Furthermore, data integration through the “Satu Data Indonesia” program in several regions, such as Tubaba, has shown a positive direction (Premilasari et al., 2023). However, so far, evaluations related to the effectiveness of data integration in local development planning are still very limited. This gap highlights the importance of empirical mapping of the impact of SDI on participation and decision-making processes at the regional level. Other studies in the context of OGP, such as in Yogyakarta and Semarang, also highlight the implementation of multi-institutions and open data dashboards to increase inclusivity and accountability. However, empirical documentation related to its impact on regional development outcomes is still inadequate, and needs to be further explored in terms of both quality and quantity.

BoneBolango Regency, which was established in 2003 with the capital city of Suwawa, recorded significant population growth from around 141,915 people (2010) to an estimated 172,301 people in mid-2023 with an average density of ≈ 90 people/km² (Wikipedia, 2025). This population increase demands increasingly responsive, participatory, and transparent governance and development planning.

In that context, the local government has demonstrated its commitment to digitalization through the Regional Digitalization Acceleration and Expansion Team (TP2DD) since 2021. As a result, in semester II–2023 BoneBolango achieved a score of 97.8% in ETPD and the best predicate in the Sulawesi region (Public, 2025). However, digitalization of public transactions is only one aspect of the Open Government principle.

The next step is directed at implementing an open government system. According to Antara (December 2024), the Bone Bolango Regency Government is expanding transparency through portals, social media, and WhatsApp services so that the public can more easily access information and convey their aspirations (gorontalopost.jawapos.com, 2024). However, the Gorontalo Information Commission's score in 2023 is still relatively low, namely 8.45 in the "uninformative" category.

Institutionally, Bone Bolango has a regulatory basis through Regional Regulation No. 8/2021 concerning the Participatory Development Management System, which includes the

planning system to monitoring and evaluation of regional development (Bone, 2021). However, in practice, the integration of this principle into the Bappeda planning process still needs to be evaluated in depth.

Regional development priorities are also stated in the 2025-2029 RPJMD which was just drafted in May 2025. This document is used as the basis for OPD activities through the RKA, as part of efforts to strengthen the direction of development and improve welfare (Bolango, 2025). In addition, the long-term RPJPD 2025 - 2045 emphasizes the transformation of open and accountable governance (Bolango, 2024). Statistically, the publication of "BoneBolango Regency in Figures 2025" by BPS shows various development, social, and economic indicators, which are the benchmarks for development evaluation. Access to this data supports the completeness of the perspective of using factual data in narrative research.

However, despite the strong regulatory and digitalization foundations, challenges remain in the form of low information disclosure scores and suboptimal public participation in the planning stages. Data from the Information Commission shows the need for engineering implementation strategies. Previous research on the implementation of open government in the regions has shown that transaction digitalization alone is not enough, if not accompanied by a culture of transparency, an effective public monitoring system, and an increase in community participatory culture (Smith, 2022); Wijaya, 2023). However, these studies generally focus on large cities, and have not touched on the dynamics of governance in regions such as Bone Bolango.

In the regional context, research in Gorontalo Province is still minimal. Even indicators such as LPPD, SAKIP, and Merit Index System in BoneBolango are available on the Regional Government Open Data portal, but have not been studied academically in relation to the implementation of open government. Several local studies have indeed highlighted the use of WebGIS applications for PAD transparency and retribution realization, but academic evaluations related to the impact of this system on the quality of regional planning are still rare. Thus, there is a research gap: how the principle of open government is implemented comprehensively in Bappeda BoneBolango from the preparation of planning documents, public participation, document openness, utilization of digitalization and monitoring, to social responsiveness.

This study complements the limitations of previous studies because it will adopt a narrative review method to systematize regulations, digital policies, transparency indicators, and evaluation results from stakeholders and the community. Actual statistical data and official documents will be used as the basis for a comprehensive analysis. The results of the study are expected to show the mechanism for implementing the open government principle at each stage of Bappeda planning, as well as inhibiting factors such as human resource capacity, technology, and public service culture. Furthermore, this study will offer evidence-based recommendations for increasing transparency, participation, and accountability in regional development planning, both in the context of Bone Bolango and similar districts in Indonesia.

The main objective of this study is to describe in depth the extent to which the principles of open government, including transparency, participation, and collaboration, have been implemented in regional development planning at Bappeda Bone Bolango Regency, and to identify challenges and opportunities for optimization. Theoretically, this study contributes to the development of open government literature at the small and medium regional level, by adapting the global framework to the local Indonesian context. Practically, the recommendations produced can be a policy direction for Bappeda and stakeholders in improving planning, public communication, and bureaucratic accountability.

Methods

This study uses a qualitative descriptive approach with a narrative review method to examine in depth how the Open Government principle is implemented in the regional development planning process. This approach was chosen because narrative reviews allow researchers to compile, interpret, and synthesize previous research results descriptively and critically without having to follow a systematic structure such as in systematic reviews (Rossella Ferrari, 2015). Through this approach, researchers can explore key concepts, relevant theories, and diverse empirical findings within a specific context and timeframe. However, to deepen the study and broaden generalizations, a mixed method approach is the priority for conducting subsequent follow-up research related to this paper.

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Location and Scope of the Research The location of the research is Bone Bolango Regency, Gorontalo Province, with a focus on the Regional Development Planning Agency (Bappeda) as the main technical agency in the process of preparing development planning documents. The scope of the research includes the implementation of open government at the stages: Preparation of Development Plans (RPJMD 2025–2029 and RPJPD 2025–2045) Public participation and community consultation Document transparency and access to public information Monitoring and evaluation of planning Use of digital systems and public communication media.

Types and Sources of Data The data used in this study are secondary data and qualitative data, obtained from: Official government documents, such as: RPJMD Bone Bolango 2025–2029 RPJPD Bone Bolango 2025–2045 Regional Regulation No. 8 of 2021 concerning the Participatory Development Management System Government Agency Performance Report (LKjIP), SAKIP, and LPPD ETPD Index Data, PAD Information System, and Regency Open Data Statistical publications, such as Bone Bolango Regency in Figures 2025 (BPS, 2025) Online news and media reports, such as Infopublik, Gorontalo Post, and the official portal of the Bone Bolango Regency Government Relevant academic literature and previous studies (Smith, 2022) and (Wijaya, 2023). In addition, supplementary data is taken from digital platforms such as opendata.bonebolangokab.go.id, sipad.bonebolangokab.go.id, and the official social media of the Bone Bolango Regency Government.

Data Collection Techniques Data collection techniques are carried out through: Documentation Study Researchers collect planning documents, performance reports, regional regulations, and official publications that reflect the implementation of open government principles. Digital Media Search Through content analysis of public information portals, official social media, and interactive communication channels (such as WhatsApp public services), researchers map the extent to which transparency and participation are pursued.

Scientific Literature Analysis National and international academic literature is used as a theoretical reference and comparison of open government practices in other regions. If necessary for verification or complementing narrative data, researchers also open up the possibility of conducting limited interviews with key informants from Bappeda, the Communication and Information Service, and the TP2DD Team.

Data Analysis Techniques Data analysis was conducted using content analysis methods on documents and secondary data, which include: Data Reduction: Filtering data based on three main principles of open government (transparency, participation, collaboration) Thematic Categorization: Organizing findings based on main themes such as: regulations, planning documents, digitalization, community participation, and obstacles and opportunities. Critical Interpretation: Comparing existing practices with open government theory standards from the literature used. This technique allows mapping the extent to which open government principles have been integrated into the development planning process systematically (Krippendorff, 2018). Kirim masukan Panel sampling Histori Tersimpan

The literature search process was carried out through several international and national academic databases, including Scopus, ScienceDirect, SpringerLink, JSTOR, DOAJ, and Google Scholar and Garuda Ristek-BRIN. The literature searched included scientific journal articles, proceedings, policy reports, and documents from international organizations such as the Open Government Partnership (OGP), OECD, as well as official documents from the Indonesian government such as Presidential Regulation No. 33 of 2012 concerning Open Government Indonesia and the One Data Indonesia policy.

The researcher also used the theoretical framework from (Meijer et al., 2012) which divides open government into three main principles: transparency, participation, and collaboration, as the basis for conceptual interpretation of the findings in the literature. To increase narrative validity, the triangulation process was carried out through cross-source triangulation by juxtaposing scientific articles, international organization reports, and local policy documents. In addition, the researcher also used the critical literature analysis method to assess whether there were institutional, methodological, or normative assumption biases emerging from certain sources (Snyder, 2019). This process helps maintain objectivity and strengthens the reliability of the resulting narrative synthesis.

Although narrative review provides flexibility in exploring various perspectives and examining the complexity of phenomena, this approach has limitations in terms of replication and the potential for subjective bias in selecting and interpreting literature. Therefore, this study is not intended to produce generalizations, but rather aims to provide a comprehensive understanding of the practice of implementing open government principles in the context of regional development planning in Indonesia. With this methodology, the study is expected to be able to develop a new conceptual framework that can be used in further studies and policy formulation in the field of transparent, inclusive, and open data-based development planning.

Results

Bappeda Bone Bolango Regency has demonstrated its commitment to implementing the principle of transparency as part of the implementation of Open Government. One concrete form of this commitment is the openness of public information related to regional development planning. Information such as the Regional Medium-Term Development Plan (RPJMD) document, the Regional Government Work Plan (RKPD), and the results of development planning meetings (musrenbang) have begun to be published through official channels such as the Bappeda website and social media accounts. This step is an important foundation for creating an open relationship between the government and the community. However, the openness of this information still faces several obstacles in its implementation. One of the main problems is the timeliness and consistency of the provision of information. Not all documents are released periodically or updated according to the latest developments. In fact, there are several important documents that are still not publicly accessible in a timely manner. This makes it difficult for the public to follow and understand the direction of regional development policies in real time, thus affecting the effectiveness of public participation in the planning process.

In addition, the aspect of information accessibility is also a challenge. Although planning documents are available online, most of them are still presented in technical formats and bureaucratic language that are difficult for the general public to understand. The absence of a summary version or presentation of information in the form of visuals, infographics, or educational videos means that the information can only be accessed by certain groups such as academics or technical officials. To increase the effectiveness of the transparency principle,

Bappeda needs to develop a more inclusive and user-friendly public communication strategy so that the public can understand and be actively involved in the regional development process. The limitations of technological infrastructure and digital literacy skills of the Bone Bolango Regency community also affect the effectiveness of the dissemination of this information. Some residents still have difficulty accessing the websites and social media used by Bappeda as communication channels. This shows that transparency does not only depend on the local government in providing data, but also requires assistance so that the public can make maximum use of the information.

Public participation is one of the main pillars in the implementation of the Open Government principle in Bappeda Bone Bolango Regency. The community is given the opportunity to play an active role through the development planning deliberation mechanism (musrenbang) which is implemented in stages from the village to district levels. These forums are a space for residents to convey their aspirations and development proposals that are considered priorities in their area. In addition, Bappeda also holds public consultations and open dialogues involving various elements of society, such as traditional leaders, women's groups, and youth organizations. The participation that occurs is often still procedural and limited to certain groups, so it does not reflect true inclusivity. The participation that occurs also tends to be uneven and does not reflect the expected inclusivity. Certain groups that have better access to information and power networks tend to be more dominant in these forums. Meanwhile, marginalized groups such as women, people with disabilities, the poor, and indigenous peoples are often marginalized or do not even get adequate space to express their opinions. This creates an imbalance of representation in the decision-making process, which ultimately can result in development policies being irrelevant to the needs of vulnerable communities.

Other challenges come from structural and cultural factors that limit public participation. Geographical barriers, such as remote locations with limited transportation access, make it difficult for people to attend the musrenbang forum. On the other hand, many people still do not understand the importance of the planning process and how to voice their aspirations effectively. Low public planning literacy and minimal socialization from the government have resulted in low quality public participation, even in some cases limited to

physical presence without substantial contribution to the content of the discussion. This condition indicates the need for comprehensive improvements in the public engagement strategy implemented by Bappeda. A more inclusive, proactive, and sustainable participatory mechanism is needed, not just an annual procedure. The capacity of musrenbang facilitators must be increased so that they are able to reach and accommodate the needs of vulnerable groups. In addition, the use of information technology as a means of online participation can be a solution to overcome geographical and time barriers, as long as it is accompanied by efforts to increase the community's digital literacy. By substantially strengthening the participation dimension, the development planning process in Bone Bolango will increasingly reflect the true spirit of Open Government.

The principle of accountability is one of the important elements in Open Government that emphasizes the government's responsibility to the community for every policy and action taken. In Bappeda Bone Bolango Regency, accountability has begun to be strengthened through the preparation of performance reports that include program achievements, budget realization, and results of development activities. This report is periodically submitted to the DPRD as a formal supervisory institution, and is also informed to the public through various communication channels. However, accountability has not fully touched the participatory realm, because the community still does not have sufficient access to actively monitor the development process and results. Although there are efforts to convey information, channels for providing feedback or conveying criticism and suggestions are still very limited. As a result, the reporting process tends to be one-way and formalistic, without any mechanism to ensure that the public's voice is truly heard and considered in the evaluation of government performance.

The absence of a participatory monitoring system also means that government accountability has not been implemented comprehensively. The community is often only the object of development programs without being involved in the evaluation process. In fact, community involvement in supervision is very important so that the development process runs according to needs, efficiently, and free from deviations. By actively involving citizens in supervision, the government can strengthen the legitimacy of its policies and improve services sustainably. The biggest obstacle in strengthening public accountability in Bone

Bolango is the bureaucratic culture that is still rigid and closed. The hierarchical work structure often makes information controlled by only a handful of officials at the top level, so that information transparency only occurs on the surface. Many officials and bureaucratic staff feel uncomfortable with the open work system because they are accustomed to administrative procedures that do not directly involve the public.

Resistance to change also slows down the pace of bureaucratic reform that should support the principles of Open Government. Concerns about public criticism, as well as low awareness of the importance of collaboration with the community, are major obstacles. Therefore, organizational culture transformation is an absolute must, especially by strengthening the values of transparency, responsibility, and openness in every line of government. Efforts to build stronger accountability must start with strengthening the internal capacity of Bappeda. This can be done through intensive training for ASN and technical staff on the importance of accountability, public involvement, and the use of information technology in the reporting and evaluation process. This internal education must also include the development of professional and ethical attitudes, so that public services are carried out with an orientation towards the needs and rights of the community.

In addition to the internal side, the development of a public participation support system is also a strategic step. Local governments need to develop interactive and easily accessible digital platforms, where the public can view performance reports, submit comments or complaints, and directly monitor development progress. This system is not only a communication medium, but also an instrument of social accountability that allows the public to be actively involved. To ensure the effectiveness of this system, there needs to be internal regulatory support that regulates transparency procedures and mechanisms for public involvement in development evaluation. Regional regulations or regional head regulations can be issued as a legal basis to ensure stronger public involvement, as well as regulate transparent and measurable performance reporting standards. That way, not only administrative procedures are regulated, but also the quality of the implementation of the Open Government principle is systematically strengthened.

On the other hand, public literacy also needs to be improved so that they have the ability to understand and criticize development planning and reporting documents. Public

socialization and education activities are needed to raise awareness of citizens' rights in accessing information and monitoring government policies. Only with active involvement from the community can accountability run as a living practice, not just a slogan. With these strategic steps, it is hoped that the Bappeda of Bone Bolango Regency can make the principle of accountability an integral part of governance. Not only as a formal obligation, accountability must become a work culture value that encourages continuous improvement, strengthens public trust, and realizes more equitable, effective, and sustainable development.

One of the main challenges in implementing the Open Government principle is the bureaucratic culture that is still closed and hierarchical. In Bappeda, there is still a tendency to maintain conventional work patterns that are less open to criticism or public involvement. Some employees feel comfortable with the top-down structured planning process, so that participatory innovation is considered to disrupt work efficiency. This resistance is a cultural barrier that cannot be overcome only with technical policies, but requires a change in mindset and ongoing training to build collaborative and democratic governance.

To overcome these various obstacles, Bappeda Bone Bolango Regency needs to develop a comprehensive strategy. Among them is by increasing the capacity of human resources through training on information transparency, participatory planning, and digital technology. The development of an interactive and easy-to-use digital platform for the community is also very important. In addition, Bappeda can design a more systematic and sustainable community involvement system, not only in the planning stage but also in monitoring and evaluating development. By integrating the principles of transparency, participation, and accountability into the institutional system and culture, the quality of development planning in this area can be more responsive, inclusive, and sustainable.

Discussion

The results of the study show that the digitalization of public transactions in Bone Bolango, especially ETPD and e-KTP services through the SIDIA application, is the main foundation for implementing open government. The ETPD score of 97.8% and the implementation of SIDIA in Disdukcapil reflect significant administrative transformation (Huntua et al., 2024). However, theory shows that digital transformation alone is not enough to guarantee openness and public participation as a whole (Santoso, 2025). With a strong

digital foundation, this Regency has the potential to expand the digital system to the realm of public planning and monitoring, not just administrative services.

Despite the publication of RPJMD documents and open data portals, the information openness score from the Provincial Information Commission (8.45) indicates a low quality of substantive openness. This reflects the imbalance between formal transparency (document publication) and material transparency (real-time data access and feedback). This phenomenon is in line with a study (Pertiwi et al., 2021) on e-government in villages, which found that even though data is published, public control mechanisms and citizen interaction are still limited (Pertiwi et al., 2021). Thus, the main obstacle lies in the unavailability of a public platform that supports questions, responses, or active involvement from the community.

The data shows that public participation in musrenbang is still dominated by local elites and village officials; participation of ordinary citizens is still low. This shows a symbolic form of participation according to Arnstein's "Ladder of Citizen Participation" framework where citizens are still at the level of passive consultation rather than active partnership. These findings are also consistent with the results (Wijaya, 2023) that digitalization of participation alone is not enough without facilitation and digital literacy of the community. Uneven digital infrastructure and hierarchical bureaucratic culture are the main obstacles in transforming formal participation into substantive participation involving grassroots citizens.

Cross-sector collaboration only runs administratively, without any real synergy in the planning, evaluation, and public monitoring processes. In fact, the theory of open government emphasizes multi-stakeholder collaboration to encourage innovation and accountability (Santoso, 2025). The example of the implementation of WebGIS for PAD retribution shows the technical capabilities of the government, but regional or community collaboration is not optimal. This practice is in line with the challenges in infrastructure development and regional policies, which require digital and face-to-face collaborative platforms, as well as ongoing socialization.

Regional Regulation No. 8 of 2021 and RPJPD 2025-2045 provide a legal framework that supports the implementation of open government. This regulation is the normative basis for a participatory planning system and open governance. Studies (Baumeister & Leary, 1997)

show that this type of regulation is only effective when combined with adequate organizational culture and human resource capacity. Therefore, if the regulation is only a document without concrete actions such as training and sanctions for violations, the potential for digital transformation and public inclusion will not be achieved optimally.

This study shows that Bappeda Bone Bolango Regency has made various efforts to implement the Open Government principle, especially in the aspects of transparency, public participation, and accountability in regional development planning. Administratively, important documents such as RPJMD and RKPD are already available and disseminated through the official website and musrenbang forums involving the community. This indicates the awareness and commitment of the local government to adopt the principle of openness as part of good governance. However, when compared to real conditions in the field, the implementation of the Open Government principle still faces a number of significant obstacles.

The limitations in the presentation of technical and less communicative information have limited public access, especially for groups that do not have high literacy. The expected public participation is also not fully inclusive because it is still limited to certain groups, while vulnerable groups such as women, people with disabilities, and communities in remote areas find it difficult to be actively involved. In addition, accountability mechanisms involving public supervision are still minimal and have not been running optimally.

This comparison shows that although Bappeda has implemented steps in accordance with the Open Government principles in terms of policy and administration, the realization in the field still requires many improvements. Strengthening community capacity in understanding and accessing information, developing broader and more inclusive participation mechanisms, and increasing transparency in reporting and evaluation are important aspects that must be improved. In other words, the implementation of the Open Government principle in Bone Bolango Regency needs to be improved so that it does not just stop at the formality aspect, but actually provides a real positive impact on the quality of regional development planning and community involvement.

This study provides an important contribution to the development of open government governance theory, especially in the context of regional development planning.

The findings show that the principles of transparency, public participation, and accountability need not only be made administrative formalities, but must be substantially internalized in the planning process. This enriches the literature on participatory mechanisms and information transparency which are important foundations for local democracy and effective public governance.

In addition, this study strengthens the concept that the success of Open Government implementation is highly dependent on institutional capacity and organizational culture that supports inclusiveness and collaboration between government and society. Furthermore, this study emphasizes the importance of information technology integration as part of Open Government implementation in the context of modern government. Providing public information digitally through websites and social media can increase transparency and accessibility, but must be supported by easy-to-understand data presentation and interactive participation mechanisms in order to encourage active community involvement.

The analysis found two main obstacles: unprepared OPD human resources and uneven digital infrastructure in rural areas. Huntua et al.'s (2024) study concluded that even though the use of SIDIA was successful, officers and residents still experienced technical and literacy barriers (Huntua et al., 2024). This is in line with global research that emphasizes the importance of government human resource readiness and community digital skills in realizing e-participation. The capacity of the apparatus to understand, facilitate, and process public planning data is key to ensuring that digitalization is not just an automatic process, but is able to create inclusive governance.

Based on the findings above, an integrated strategy is needed as follows: Strengthening digital literacy of citizens and bureaucrats, through intensive training and socialization of digital planning platforms; Development of two-way openness platforms (e.g., program realization dashboards, online public forums); Multi-stakeholder collaboration, involving academics, NGOs, and the community in the process of program design, implementation, and evaluation; Openness audits and administrative sanctions, which encourage OPDs to fulfill regulatory commitments to public transparency. This step is in line with the digital e-participation model that focuses on increasing trust, social norms, and platform access in facilitating active participation (Alharbi et al., 2015).

Theoretically, this study confirms that open government requires components of digitalization, regulation, human resource capacity, and participatory culture—not just technological infrastructure. The concept of digital-first but merely ceremonial participation risks failing to provide public accountability and innovation effects (Mukherjee, 2019). Practically, the results of this discussion provide concrete recommendations for Bappeda and the Bone Bolango Regency Government to prepare a roadmap for implementing open government with real actions, performance indicators, and inclusive evaluation mechanisms.

Therefore, this finding can be a theoretical reference in studying the dynamics of information technology implementation in open governance in the regions, which requires a multidimensional approach including social and cultural aspects of society. This study is in line with the literature on Open Government which shows that obstacles such as low digital literacy, closed bureaucratic culture, and limited resources are often obstacles in implementing open government principles at the regional level (Bovaird & Löffler, 2009; Fung, 2015). This study emphasizes that the implementation of Open Government requires a strategy that not only focuses on providing information, but also on increasing the capacity of society and bureaucracy so that participation and accountability can run effectively.

In terms of practice, this study provides strategic direction for Bappeda Bone Bolango Regency and related government agencies in improving the quality of the implementation of the Open Government principle. Efforts to increase transparency must be supported by the development of a user-friendly information platform that is oriented to the needs of the community so that the information provided can truly be accessed and utilized by all levels of society. In addition, public participation mechanisms must be expanded and intensified through innovations in inclusive communication forums, so that they can reach vulnerable groups that have been underrepresented. Furthermore, to strengthen accountability, local governments need to develop a participatory monitoring and evaluation system by actively involving the community in the reporting and monitoring process of development.

Increasing the capacity of human resources in Bappeda in data management and facilitating community participation is also a key factor so that the Open Government principle can be implemented optimally and sustainably. This also encourages the realization of a transparent, responsive, and inclusive work culture in the regional government

bureaucracy. The practical implications of this study require synergy between technology, policy, and community empowerment so that the implementation of Open Government does not only stop at the policy level but can truly be felt by the community in regional development planning in Bone Bolango Regency.

This study has limitations in terms of the scope of the data used, which is limited to official documents and a number of informants in the Bappeda environment and certain communities. This has the potential to limit the representativeness of the research results to all stakeholders in Bone Bolango Regency. In addition, limited access to several strategic documents affects the depth of the analysis of transparency and accountability in regional development planning. Another limitation is the relatively short time of the research implementation so that it has not been able to describe the dynamic development of the implementation of the Open Government principle as a whole. Geographical and technical conditions in the research area also limit the reach of community participation, especially in remote areas, so that the findings of this study may not reflect the conditions of public participation as a whole.

Conclusion and Recommendation

Bone Bolango Regency has shown significant progress in the digitalization of public services through high achievements in ETPD (97.8%) and the use of administrative service information systems (such as SIPAD and SI DIA). However, this digitalization is still concentrated on financial transactions and population services, not yet comprehensive in the regional development planning system. There is no system that integrates e-planning, e-money, and online public participation in one coherent platform.

The local government has published planning documents such as the RPJMD and RPJPD through official channels and open data portals. However, this openness is one-way and does not guarantee active public involvement in accessing, understanding, or providing input on the documents. A score of 8.45 (category "not informative") from the Gorontalo Information Commission shows that public information openness in Bone Bolango is still low. This indicates that formal openness has not been balanced with material or dialogical openness.

The mechanism of public participation in Musrenbang and consultation forums tends to be symbolic. Public aspirations are only accommodated through channels such as WhatsApp public services, social media, or village deliberations dominated by local elites. Grassroots residents and marginalized groups still experience obstacles in voicing their aspirations due to minimal digital literacy, infrastructure inequality, and the absence of feedback mechanisms from the government. No participatory monitoring instruments were found that would allow the public to monitor program realization.

Collaboration between regional apparatuses and between the government and civil society has not occurred structurally and strategically. The coordination function is more dominant at the administrative level and has not been directed at community-based planning. In fact, the principle of open government emphasizes synergy between stakeholders to create responsive and innovative development governance. Although regional regulations support public participation, such as Regional Regulation No. 8 of 2021, the capacity of human resources within Bappeda and related OPDs is still an obstacle in implementing the principle of open government. In addition, the organizational culture that is still bureaucratic and hierarchical also hinders openness to community aspirations. Lack of training, minimal internal supervision, and the absence of sanctions for violations of the principle of transparency weaken the practice of good governance.

The Bone Bolango Regency Government needs to build a digital system that integrates the planning, implementation, and evaluation processes (e-planning, e-budgeting, e-monitoring) in one open, real-time, and interactive platform. This system must include features for active community involvement in program preparation and monitoring of development budgets. A WebGIS-based public dashboard or visual infographics are needed that display development achievements, budget realization, and priority programs that can be accessed by residents. This is important to increase accountability and build public trust.

Local governments need to develop standards for public information that must be available and update data consistently across all official channels: OPD websites, social media, open data, and public deliberation forums. Commitments to openness are not normative enough. An internal openness audit mechanism by the Regional Inspectorate is needed, as well as administrative sanctions against OPDs that do not meet the openness standards

according to the KIP Law and regional regulations. District governments can develop community-based participatory education programs (community empowerment), digital literacy training, and the involvement of community leaders to encourage comprehensive citizen participation, especially in remote areas. A digital or physical system must be available to accommodate and follow up on citizen aspirations in an open and documented manner. Government responses must be digitized and reviewable by the public to maintain accountability.

Employees in the Bappeda environment and related OPDs need to receive regular training on the concept of open government, public engagement techniques, data-based communication, and digital channel management for public services. A change in bureaucratic orientation is needed from an administrative approach to collaboration-based public services. This can be done through reforming the incentive system, performance indicators, and bureaucratic organizational values. Local governments can involve universities, local researchers, and NGOs as partners to oversee the planning and evaluation process independently. This approach encourages objectivity and innovation in policy making. The district government can form periodic forums (both online and offline) that bring together OPDs, the community, and other stakeholders to evaluate programs, set new priorities, and share good practices.

Geographical barriers, time constraints, and low public understanding are factors that inhibit wider and more effective public participation. The accountability aspect has also begun to be strengthened through reporting mechanisms and performance evaluations that are submitted to the DPRD and the public periodically. However, public supervision of the development planning and implementation process is still minimal due to the lack of access and facilities for the public to actively monitor and provide feedback. A bureaucratic culture that tends to be closed and hierarchical is one of the main challenges in implementing the Open Government principle in the Bappeda of Bone Bolango Regency. Internal resistance to change hinders efforts to increase transparency, participation, and accountability, so that continuous coaching and education are needed for government officials. The descriptive qualitative research method used provides an in-depth understanding of the real conditions

of the implementation of Open Government, but the limitations of data coverage and research time are important notes for the development of further studies.

To improve transparency, Bappeda Bone Bolango Regency is advised to develop a more communicative presentation of information that is easily accessible to all levels of society. The use of simple language, infographics, and interactive digital formats can help the public understand development planning documents more effectively. In order to expand and optimize public participation, efforts need to be made to reach groups in society that have so far been underrepresented, such as people in remote areas, people with disabilities, and other vulnerable groups. Bappeda can utilize digital technology to open up more inclusive and real-time participation spaces. Strengthening accountability mechanisms is very important by developing a participatory monitoring system that involves the community in evaluating policies and implementing development programs in a sustainable manner. This can strengthen social control and ensure that government accountability is transparent and responsible.

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